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16 APR 1968

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT : Report of Study Group on Recruitment

1. Attached is a summary of the report of the Study Group on Recruitment which was constituted as the result of the Director's inquiry as to whether there may be more effective means of recruiting than going on campuses where we have been subject to some harassment. This special study group was composed of selected recruiters from the Office of Personnel and other Agency officials who from time to time have been engaged in recruiting efforts. The full report of the study group, dated 9 February 1968, was prepared by the Chief of the Recruitment Division.

2. This summary is for your information. I will call a meeting in the near future to discuss recruitment along with the Professional Manpower Report and other related subjects.



L. K. White
Executive Director-Comptroller

Att.

cc: Director of Personnel
Director of Training

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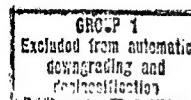
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SUMMARY OF REPORT OF STUDY GROUP ON RECRUITMENT

1. This report summarizes the recommendations of a special study group which the Deputy Director for Support charged with examining present recruiting techniques to determine whether there may be more effective means of obtaining the high quality of personnel needed by the Agency.
2. The group considered the general question of whether or not the Agency should continue to recruit on campuses. The unanimous recommendation was for the continuation of campus recruiting and, conditions permitting, the early return of recruiters to "outlawed" campuses inasmuch as the college and university campus constitute our major source of highly qualified professional input.
3. No drastic changes in the Agency's present recruiting methods were recommended. However, it was recommended that efforts be made to reduce the number of institutions visited by recruiters to those which have proved to be most productive. Other methods could be utilized for maintaining contact with those institutions which were no longer visited regularly by the recruiters.
4. In addition to concentrating on those recruitment sources which have proved productive, the group recommended that more attention be devoted to the pre-screening of applicants to weed out unlikely material. Among the techniques suggested were:
 - a. Advertising and defining more clearly with the institutions' placement officials the qualifications the Agency is seeking in applicants;
 - b. Encouraging Agency operating officials to refer to recruiters the names of outstanding graduate students who come to their attention through working-level interchange with college and university key faculty and departmental contacts;
 - c. Seriously considering the use of the Federal Service Entrance Examination (FSEE), which is administered by the Civil Service Commission at over 600 locations throughout the United States nine times a year. The FSEE measures only

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intellectual capabilities but perhaps this would suffice for an initial screening device for Agency consideration. (Revisions in the Agency's testing procedures and types of tests for professional applicants are the subject of a special study by the Deputy Director for Support.)

5. In addition to recruiting at colleges and universities, the study group recommended utilizing the following recruitment sources:

- a. Major military bases discharging young officers and selected enlisted men who meet our selection criteria;
- b. Selective Service files for qualified personnel who have already left the military services;
- c. Civil Service Commission Regional College Relations representatives who can provide leads to individuals who have passed the Federal Service Entrance Examination (FSEE) and possibly those who have passed the Management Intern Examination;
- d. Professional society conventions.

6. Because of the important influence the Agency's image has on the entire recruitment program, the group recommended that a panel of senior officials be appointed to look into courses of action which might be adopted to improve CIA's image.

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